Products...Target...EA Portfolio Recommendations

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1. EA Portfolio Recommendations

1.1. Placing this Section in Context within the Target Architecture

Beginning at the top of the Target Architecture discussion:

1. The *Target Architecture Introduction* described the purpose and methodology behind the One-VA Target Architecture;
2. The *Target Architecture Strategy* section articulated the Chief Architect's vision of the desired Target Architecture End-State, at a five to seven year planning horizon;
3. The *Target Architecture Transition Plan* identified the actions that the Office of Enterprise Architecture Management is taking to implement these transition changes, across three distinct time phases defined within that planning horizon;
4. The *Target Project Abstracts* section discussed each IT development project within the current IT portfolio and identified its impact upon the enterprise and the Target End-State;
5. The *Reuse, Redundancy, and Gap Analysis* section considered each project in the portfolio and introduced an additional, proposed project wherever a Gap existed within the current portfolio, in order to augment the portfolio and thereby achieve the Target End-State. This section also identified:

• Projects with real or potential data and component reuse;
• Projects in which sharable data and processes are being created;
• Projects with real or potential application of PMA LOB and e-Gov solutions; and
• Projects with identified or potential redundancy that should be reviewed for possible consolidation;

1. This current EA Portfolio Recommendations section develops a concept-brief for each of the gap-project recommendations, identified within the Reuse, Redundancy, and Gap Analysis section. The format of these concept briefs is similar to that of the project abstracts within the Target Project Abstract section. This EA Portfolio Recommendations section also identifies VA Legacy Systems that should be reviewed though the Milestone-4 process for a retention, replacement or retirement determination, during the next budget cycle, and Ongoing IT project that should be consolidated or that should be reviewed for consolidation during the next EA performance Cycle (beginning 1 March 2006).

In short, the recommendation presented in this section is intended to be specific and actionable. They represent the sum of the planning and analysis that developed through the formation of the EA V4.1 Target Architecture, and they are designed to meet the Target Architecture End-state

objectives, in the allotted interval.

1.2. EA Portfolio Recommendation Overview

The following table recaps the elements within the Gap Analysis that resulted in a recommended new project.

Target Architecture Layer	Initiative Identification				EA V4.1 Evaluation
	Initiative Name	Initiative's Capital Investment Status & Project Status	Initiative's Planned Deployment Date	Initiative Information Source & Information Date (Meta-Data)	

Business Rule Implementation Layer	DoD-DIMHRS Data Integration	Not in CI-Portfolio	12/5/2006	EA V4.0 4/31/2005 JEC Annual Report November 2005	DIMHRS Integration is a successful, informal project that has been producing effective results for the past year. It is currently funded through normal O&M resources. This project should be under Project Management Oversight and it should report through the project milestone structure, to the EIB
	DoD-VA Data Sharing -- VA Legacy System Remediation Project Placeholder Entry	Not a Project at this time	12/5/2006	EA V4.0 4/31/2005	Data Sharing Remediation is not currently a project. The need for this effort was first surfaced in mid 2005, and it was reported in EA V4.0 This effort is required to assure that VA's legacy applications can process data provided by DoD /DIMERS EA V4.1 Recommends establishing this as a formal project under

					CPIC and PM-Oversight. It will also require a substantial budget to complete.
	Shared Financial Management and Logistics data Store Initiative Project Placeholder Entry	**Conceptual Initiative Pre-CIP Pre-Milestone-0**	**Mid-2010**	**EA V4.1 Recommended Project**	
Shared Asset management & Facility management Data Initiative Project Placeholder Entry	**Conceptual Initiative Pre-CIP Pre-Milestone-0**	**Mid-2010**	**EA V4.1 Recommended Project**		

Shared Infrastructure Layer	**CAN/MAN Network Standardization Initiative Project Placeholder Entry**	**Conceptual Initiative Pre-CIP Pre-Milestone-0**	**Early-2011**	**EA V4.1 '2/2006 EA Proposed Initiative**	
	LAN Network Standardization Initiative Project Placeholder Entry	**Conceptual Initiative Pre-CIP Pre-Milestone-0**	**Mid-2011**	**EA V4.1 '2/2006 EA Proposed Initiative**	
	VA-wide RFID-Tagging standardization Exploitation Initiative Project Placeholder Entry	**Conceptual Initiative Pre-CIP Pre-Milestone-0**	**Mid-2011**	**EA V4.1 '2/2006 EA Proposed Initiative**	
	VA-wide Wireless networking standard Project Placeholder Entry	**Conceptual Initiative Pre-CIP Pre-Milestone-0**	**Mid-2010**	**EA V4.1 Recommended Project**	

1.3. EA Portfolio Recommendation Project Concept Briefs

1.3.1. VA/DoD DIMHRS System Interface Initiative

Authoritative Source

- JEC 2004 & 2005 Annual Report
- DoD/VA DIMHRS Seamless Transition Task Force charter
- EA V4.0

Stakeholder

- Benefits Executive Council
- Seamless Transition Task Force
- VA Business Line Owners

Requirement Description

DIMHRS Integration is an existing, informal initiative, which has not been provided with a budget request within the BY-2007 cycle. Expenditures for DIMHRS Integration have come from Operation & Maintenance funding sources. DoD is planning to deploy the first phase of the Defense Integrated Military Human Resources System (DIMHRS) through the DoD/Defense Manpower Data Center (DMDC), late in 2006.

- DIMHRS will eventually replace all uniformed service H/R systems within DoD, including those supporting Military Reserve and National Guard.
- DIMHRS will not affect US Coast Guard, US Public Health Service, or US National Oceanographic and Atmospheric Administration uniformed service members, who are also recipients of VA benefits.
- DIMHRS will not provide information on service members who separate from military service before implementation of DIMHRS for each respective military service.
- DIMHRS will only provide information on non-retired military personnel up until five years after the service member's separation.

The first phase of DIMHRS implementation will affect all US Army service members who are on active duty at the time of its implementation, follow-on phases over a number of years will incorporate additional services until all service-unique DoD H/R systems have been replaced. The impact of DIMHRS will be mitigated through a standardization of data exchange architectures across DoD and VA. Even so, DIMHRS implementation will have a profound impact upon VA; some of the known factors are:

- DIMHRS will impose data and business rule standardization upon DoD H/R activities, so wherever there is a data definition or business rule variation between any two DoD services, VA will have to accommodate both the new DIMHRS standard as well as the DoD legacy data coding and data presentation standard. There are also fundamental differences between the meanings of basic terms (such as "Date Entered into Service") as they are applied within DoD and within VA, which exacerbate this problem.
- Since DIMHRS will not go back and recreate archived records in DIMHRS format, for already-separated service members, VA will have to retain it current methods of processing for its pre-2005 Veteran population as well as recognize the DIMHRS format on newer service members;
- DIMHRS will enforce greater rigor upon service member records, and will maintain a separate record segment for each service interval, this level of record keeping will dramatically increase service record accuracy and granularity but it will have to be understood and incorporated in VA business processing.

Barring consolidation of exchange architectures, and assuming full DIMHRS implementation, VA could still be left with a complexity of sources for service history data, for the near future. These include:

- DoD DMDC/DEERS for all DoD, Coast Guard, PHS, and NOAA service members back until 1977;
- VA BDN legacy data and Army Record Center Hardcopy records for service members discharged before 1977;
- DoD DMDC/DIMHRS for active service members until five years following their separation; and
- DoD DMDC/DEERS for service members covered under DIMHRS, who do not apply to VA for benefits until after five years following their separation.

These changes must be recognized and made compatible within VA business processes and IT systems over the next year. At this time, there is no budget, program office, or project plan to support the effort. Time is of the essence, to assure that VA maintains compatibility with the DIMHRS early pilot-data submission.

Recommended Action

1. Continue to work through the RE and CM programs, as well as the Data Architecture Service to develop One-VA requirements for DoD data.
2. Coordinate with DoD/DMDC for the enhancement of established data exchange architectures to accommodate required data.
3. Partner with DMDC to anticipate any changes to VA legacy systems from a change within a DoD branch of service system currently supplying VA with data.
4. Establish a formal IT development project for VA/DIMHRS data integration, under the VA IT Project Management Oversight Process; and
5. If warranted by the level of execution, develop and submit a budget request within the BY-2008 budget cycle.
6. Assure that interim funding is available prior to receipt of the 2008 budget.

Enterprise Impact

The DIMHRS initiative is integrated with the Registration-Eligibility and Contact-Management initiatives and it relies on data from the VA/DoD Data Sharing initiative. This initiative assures veteran identification and service-history data compatibility with DoD, as DoD migrates to a single integrated military H/R and Payroll system. The current DIMHRS effort does not address remediation of VA's legacy systems to assure compatibility with new DIMHRS data constructs or with new data feeds. This project also implements the Identity-Data Management portion of the Enterprise data layer, within the Target Architecture End-State.

1.3.2. VA/DoD Data Sharing Legacy System Remediation

Authoritative Source

- EA V4.0 - May 2005
- DoD/VA Data Sharing Concept Paper - November 2005
- BEC Response to the JEC Annual Report - January 2006

Stakeholders

- All veterans, their dependents, and their survivors
- VA Administrations
- VA Business Stakeholders

Requirement Description

The VA/DoD Data Sharing initiative will impact VA legacy systems in two principal ways. The first impact is that the actual data delivered post-implementation may differ from past data feeds in terms of acceptable value ranges and data definitions and meanings. The second impact is that VA's legacy systems will need to be modified to receive data from a new central repository instead of from the existing data feed source.

Based on the VA/DoD Data Sharing concept paper, the legacy systems that will be impacted include the following:

VA Legacy System	Sponsor Organization	Sponsor's POC Name	Sponsor's POC Contact Information
Burial Operations Support System (BOSS)	Memorials & Burials	Bill Barnes, NCA	Bill.Barnes@va.gov 703 441-2182
Enrollment Database (EDB)/ESR	HEC	Lynne Harbin, VHA	Lynne.Harbin@med.va.gov 404-235-1295
Benefits Delivery Network (BDN)	Compensation, Education, Pension, Vocational Rehab & Employment	Kim Tibbits, Compensation and Pension Service	capktibb@vba.va.gov 202 273-7280
Beneficiary Identification and Resource Locator System (BIRLS)	Compensation & Pension	Andres Munoz, VBA Austin	Andres.Munoz@vba.va.gov, 512-326-6258
Corporate Database	VBA Corporate Applications	Don Williams, VBA	DWilliams@vba.va.gov, 202-273-6904

CP&E	Medical Care	Jim Hughes	Jim.Hughes@med.va.gov 303-331-7898
Data Warehouse	Medical Care	Perry Richmond	Perry.Richmond@med.va.gov
VHA EES Environmental Epidemiology Service	Medical Research	Nancy Dalager	Nancy.Dalager@mail.va.gov, 202-606-5420
OneVA Analytical Processing Data and Support Services	??	??	??
One-VA Enterprise Data Services	??	??	??
Outreach Letters	??	??	??
Prudential	??	??	??
VADMPR	??	??	??
Veterans Assistance Discharge System (VADS)	Compensation, Pension	Vincent Johnson, VBA Austin	Vincent.Johnson@vba.va.gov, 512-326-7451
VAM	VA Office of Policy, Planning & Preparedness	??	??
Veterans Information System (VIS)	VA CIO (One-VA Program)	Ms Fran Parker	Fran.Parker@va.gov (202) 565-7846

This table of systems must be reviewed and validated for completeness at the time that a remediation project is considered and proposed.

- These known impacts must be evaluated and aligned with manual business processes and with other IT systems and with the VA/DoD Data Sharing initiative. For example:
- It is possible that substantial time, cost and expert resources will be required to complete

these remediation tasks;

- Additionally, data from DoD/DIMHRS will replace conventional data for US Army veterans, on a schedule dictated by DoD/DIMHRS implementation timeframes, not necessarily by VA's readiness to receive them.
- At this time, there is no budget, program office, or project plan to support this effort.
- Additional systems and possibly manual business process or automated report extracts supporting manual business-processes may be impacted, which have not been identified to date.

Recommended Actions

1. Assign a small, cross-functional team to collaborate with the VA/DoD Data Sharing project team to understand and document the impacts, recommend solutions, and develop a business case. This off-cycle IT initiative is not currently supported by an Exhibit-300 budget request at this time.
2. If the level of effort warrants a major project, then present the business case, establish an IT development project under the VA IT Project Management Oversight Process, and develop and submit a budget request within the BY-2008 budget cycle.
3. Assure that sufficient interim funding is available so that development proceeds prior to receipt of the 2008 budget. Time is of the essence, to assure that VA maintains compatibility with DIMHRS early pilot-data submission.

Enterprise Impact

If the differences between the current VA legacy system's data expectations and the actual data that will be produced out VA/DoD Data Sharing (DIMHRS) initiative is not resolved, then not only will no benefit be achieved, but the introduction of incompatible data will, in fact cause failure in VA production systems. This requirement also impacts the Registration & Eligibility and the Contact Management initiatives.

1.3.3. Shared Financial & Logistics Data Store - Recommended Initiative

Recommended By

- OEAM, EA V4.1 Feb 2006

Stakeholder

- VA Administrations
- VA Business Stakeholders

Requirement Description

This project implements the financial/logistics segment of the Enterprise data Layer envisioned within the Target Architecture. The first stage of this effort will combine:

1. This project would create a Sharable data store of Asset and Facility Management data, for use across all business lines;
2. This project also creates standard access methodologies for business-Line based Apps to access this data.

Recommended Actions

1. Proceed by identifying Financial and Logistics Management business functions and stakeholders;
2. Identify and recruit a sponsor;
3. Establish a business-focused working group to develop the business case;
4. Investigate financial and logistics management and reporting requirements and business process definitions.
5. Identify possible economies that can be derived from common processes and shared data;
6. Develop a concept of operations and risk assessment that will exploit the possible benefits.
7. Develop and present the business case to OIT and the EIB and obtain permission to proceed with a new project. This work should be accomplished in a working group with the full participation of business leadership.

Enterprise Impact

This project will implement a major segment of the Target Architecture Enterprise Data Layer and in so doing provide VA business applications with a standard interface to and data store for all financial and logistics data. Because of having a single reusable data store, with well defined, available data access components:

- Inter-application data contradictions should be avoided;
- Inter-application data reconciliation cost will be eliminated; and
- New application development cost will be greatly reduced as a result of using readily accessible, existing information.

1.3.4. Shared Asset & Facility Management Data - Proposed Initiative

Recommended By

- OEAM, EA V4.1 Feb 2006

Stakeholders

- VA Administrations
- VA Business Stakeholders

Requirement Description

1. This project would create a Sharable data store of Asset and Facility Management data, for use across all business lines;

2. This project also creates standard access methodologies for business-Line based Apps to access this data.

Recommended Actions

1. Proceed by identifying Facility and Asset Management business functions and stakeholders;
2. Identify and recruit a sponsor;
3. Establish a business-focused working group to develop the business case;
4. Investigate facility and asset management and reporting requirements and business process definitions.
5. Identify possible economies that can be derived from common processes and shared data;
6. Develop a concept of operations and risk assessment that will exploit the possible benefits.
7. Develop and present the business case to OIT and the EIB and obtain permission to proceed with a new project. This work should be accomplished in a working group with the full participation of business leadership.

Enterprise Impact

This project will implement a major segment of the Target Architecture Enterprise Data Layer and in so doing provide VA business applications with a standard interface to and data store for all asset and facility management data. Because of having a single reusable data store, with well-defined, available data access components:

- Inter-application data contradictions should be avoided;
- Inter-application data reconciliation cost will be eliminated; and
- New application development cost will be greatly reduced as a result of using readily accessible, existing information.

1.3.5. CAN/MAN Network Standardization - Proposed Initiative

Recommended By

- OEAM, EA V4.1 Feb 2006

Stakeholders

- VA Administrations
- VA Business Stakeholders

Requirement Description

In order to guarantee sufficient network bandwidth, and to support a variety of Quality of Service specifications and in order to be able to respond to Virtual Private Network (VPN) traffic separation during emergency response scenarios across the entire VA-Intranet. In addition, VA's Region-Owned and VISN-Owned campus and municipal area networks (CANs and MANs) must meet a minimum standard for capability and consistency across the enterprise. Additionally,

support for IPV6 traffic will require detailed examination, configuration review, and testing of these and other VA network segments. At that time, a VA-wide network configuration management baseline should be established which should, afterward, be updated dynamically in conjunction with network change control. This effort will also contribute to the target architecture end-state at the infrastructure layer.

Recommended Actions

1. Proceed by identifying Network Facility Management stakeholders at each field installation with a locally managed IP network (CAN or MAN);
2. Identify and recruit a sponsor;
3. Establish a technical-focused working group to identify requirements, specifically considering, among others:

• Self-healing routing redundancy;
• Guaranteed Class-of-Service based performance;
• Possible use of VPN-based traffic segregation for emergency operations;
• End-to-end support for IPV6 traffic;
• Provisions for server and server-software profiling with auto-discovery configuration-variance detection and reporting capability.

1. Identify possible functionality, security and performance enhancements that would result from implementing the proposed measures;
2. Develop a concept of operations and risk assessment that will exploit the possible benefits.
3. Develop and present the business case to OIT and the EIB and obtain permission to proceed.

Enterprise Impact

This project implements a significant segment of the Target Architecture Infrastructure Layer End-State. The project establishes a reusable "Pattern" for and an implementation of, CAN/MAN design, and assures a minimum:

- Minimum Class of Service Performance
- Uniformly implemented configuration assurance and emergency operations capability; and
- IPV6 compatibility,

Across the centrally managed backbone and all locally managed IP networks.

1.3.6. LAN Network Standardization - Proposed Initiative

Recommended By

- OEAM, EA V4.1 Feb 2006

Stakeholders

- VA Administrations
- VA Business Stakeholders

Requirement Description

In order to guarantee sufficient network bandwidth and network redundancy to support a variety of Quality of Service specifications, and in order to be able to respond to Virtual Private Network (VPN/VLAN) traffic separation requirements during emergency response scenarios across the entire VA Intranet, VA's Region-Owned and VISN-Owned Local Area Networks (LANs) must meet a minimum standard   0f consistency across the enterprise. Additionally, support for IPV6 traffic will require detailed examination, configuration review and testing of these and other VA network segments. At that time, a VA-wide network configuration management baseline should be established which should, afterward, be updated dynamically in conjunction with network change control. This effort will also contribute to the target architecture end-state at the infrastructure layer.

Recommended Actions

1. Proceed by identifying Network Facility Management stakeholders at each field installation with a local area network (LAN);
2. Identify and recruit a sponsor;
3. Establish a technical-focused working group to identify requirements, specifically considering, among others:

• Self-healing switching & routing redundancy;
• Guaranteed Class-of-Service based performance;
• Possible use of VPN/VLAN-based traffic segregation for emergency operations;
• End-to-end support for IPV6 traffic;
• Provisions for server and server-software profiling with auto-discovery configuration-variance detection and reporting capability.

1. Identify possible functionality, security and performance enhancements that would result from implementing the proposed measures;
2. Develop a concept of operations and risk assessment that will exploit the possible benefits.
3. Develop and present the business case to OIT and the EIB and obtain permission to proceed.

Enterprise Impact

This project implements a significant segment of the Target Architecture Infrastructure Layer End-State. The project establishes a reusable "Pattern" for and an implementation of LAN design and assures a minimum:

- Minimum Class of Service Performance
- Uniformly implemented configuration assurance and emergency operations capability; and
- IPV6 compatibility,
- End-to-end, across the entire VA Intranet.

1.3.7. VA RFID-Tagging Standardization - Proposed Initiative

Recommended By

- OEAM, EA V4.1 Feb 2006

Stakeholders

- VA Administrations
- VA Business Stakeholders

Requirement Description

Currently, VA has developed and deployed a "Smart Prescriptions" program, through which vision impaired VA clients, receiving health care services, can use a Radio Frequency Identification (RFID) reader to scan the label of a prescription bottle incorporating an RFID tag and obtain a voice-readout of critical information such as prescription recipient, prescription content, dosage, dosage interval or frequency and other pertinent instructions. This is only one of many potential VA uses of RFID tagging that will evolve over the next few years. RFID-Tags can also be used to track the ageing and to insure FIFO usage of materials with limited shelf life such a whole blood and certain pharmaceuticals. They can be used for general inventory tracking and shipment tracking as well as for accountability of movable assets, such as microscopes, computers, lab equipment, and it can be used to assure the privacy and HIPAA-compliant handling of tangible personal medical information such as blood samples and exposed x-ray film.

This preponderance of uses for RFID-Tagging, both active and passive, mandates that VA adopt standards for its application across the enterprise. This technology should be selected to assure interoperability across the enterprise, radio spectrum isolation from and non-interference with all other wireless systems in use within VA medical facilities and storage facilities, and establishing economies of scale in adapting and acquiring RFID solutions.

Recommended Actions

1. Proceed by identifying RFID-Tagging stakeholders both within VA and among its business partners;

2. Identify and recruit a sponsor;
3. Establish a technically-focused working group (primarily consisting of stakeholder technologists) and develop a working group charter that specifies deliverables and delivery timeframes (similar to that in a statement of work);
4. Provide funding and staff support out of existing budgets.

Enterprise Impact

Project establishes "Patterns" for various RFID-Tagging Applications that would be standard and would be universally applied across VA. Applications include:

- Smart (talking) prescriptions for the vision impaired (currently in pilot)
- Inventory location tracking
- Management of perishable commodities
- Movable asset tracking.

1.3.8. VA Wireless Networking Standard - Proposed Initiative

Recommended By

- OEAM, EA V4.1 Feb 2006

Stakeholders

- VA Administrations
- VA Business Stakeholders

Requirement Description

Wireless networking of various forms currently exists across VA and its medical facilities, through both planned and unintended implementations. Some equipment brought into a facility for another propose, such as a PDA or Laptop, may also contain a wireless networking capability; VA has also planned and installed wireless networking in numerous medical facilities for patient care and patient safety purposes. However, there is no explicit standard for wireless networking, which applies across the enterprise.

VA requires a wireless standard that assures interoperability and non-interference across the enterprise (especially since personnel and equipment may be rapidly deployed from one VA location to another in an emergency response scenario). An explicit standard will also lead to economies of scale in purchasing, simplification in establishing security threat deterrence and in meeting new requirements such as IPV6 compatibility. This effort should also involve VA's business partners such as DoD. The results of this effort will also contribute to the target architecture end-state at the infrastructure layer.

Recommended Actions

1. Proceed by identifying Wireless Networking stakeholders both within VA and among its business partners;
2. Identify and recruit a sponsor;
3. Establish a technically-focused working group (primarily consisting of stakeholder technologists) and develop a working group charter that specifies deliverables and delivery timeframes (similar to that in a statement of work);
4. Provide funding and staff support out of existing budgets.

Enterprise Impact

This project establishes "Patterns" for various Wireless Networking Installations which would take Medical facility spectrum restrictions into account, would assure wireless compatibility with the IPV6 initiative,

1.4. Legacy System Review Recommendations

The purpose of a legacy system review is to assure that:

- The legacy system is still required to meet a VA business or veteran service performance objective;
- The legacy system is still performing effectively in that capacity;
- The continued use of the legacy system does not create an unmanageable risk or dependency upon obsolete or unavailable resources.

Unmanageable risks arise from such factors as a system's dependency upon:

- Unsupported and irreplaceable compilers or other development/programmer workbench software;
- Unsupported and irreplaceable COTS applications;
- Unsupported and irreplaceable Operating System, DBMS, Security Management or other infrastructure-exploitation software;
- Unsupported and irreplaceable processing and/or communications hardware; and
- A dependency upon technical skills and experience that are no longer available within the marketplace and that may not be willingly adopted (through training) by existing and potential employees.

1.4.1. Projects Currently Scheduled for Retirement/Replacement

Within the current IT portfolio, the following legacy systems are scheduled for replacement:

1. The HealtheVet-VistA System is replacing the legacy VistA Health Care Management System. This replacement effort will occur incrementally. It will be completed by 2010. The new HealtheVet-VistA System will utilize the shared Health data Repository (HDR), within the Enterprise Data layer. HealtheVet-VistA is at Project Milestone-0 and is

scheduled to deploy in 2010.
2. The VETSNET Compensation and Pension (C&P) Delivery System will replace the legacy Benefits Delivery Network (BDN) System. VETSNET (C&P) is at Project Milestone-2 and is scheduled to come online in mid 2009.

1.4.2. Projects Recommended by EA V4.1 for Retirement/Replacement

Within the forthcoming budget year, OEAM recommends to the CIO and the EIB that the following VA legacy systems should be reviewed for unmanageable risk dependencies:
1. <Text to be Provided>

1.4.3. Projects recommended by EA V4.1 for Legacy System Review

Within the next EA performance period, OEAM recommends to the CIO and EIB that the following VA legacy systems should be reviewed under the provisions of the Milestone-4 in-process review for potential unmanageable risk dependencies:
1. <Text to be Provided>

1.5. Redundant Project Review and Consolidation Recommendations

The purpose of a Redundant Project review is to eliminate or consolidate duplicative efforts, to conserve resources and encourage data and process reuse.

1.5.1. Projects Currently Scheduled for Consolidation

1. The One-VA Registration and Eligibility (RE) Program is being consolidated with the VHA Registration, Enrollment, and Eligibility (REE) Program during the EA performance just ending. This combined program will be reported as the Registration and Eligibility (RE) program, beginning with EA V4.1.

1.5.2. Projects Recommended for Consolidation Review

Within the next EA performance period, beginning March 1, 2006, OEAM recommends to the CIO and EIB that the following programs be reviewed for possible consolidation:

The CDR/HDR Interoperability Project and the VA/DoD Electronic Health Record Export Project have different but complementary deliverables, within the mid-term and near-term Target intervals, respectively. While these projects are not redundant efforts, they do address the same mission-space and must invariably involve the same stakeholders. There may be an economic and administrative advantage in combining these efforts into a single project, while maintaining the unique deliverable structure and task structure of each project, in its entirety within the new project. These projects are recommended for review during CY-2006.

1.6. Possible Future Projects for Budget Cycles beyond BY-2008

The following business activities are in early concept development or early business pilot stages within the VA business community, they have not developed specific IT requirements (and are not eligible for recommendation as new IT initiatives at this time) by are likely to develop into major IT initiatives in the future. They are summarized here to publicize the executive level interest they generate and to illustrate how they can further the achievement of VA's strategic business and veteran service objectives.

1.6.1. VA/DoD Cooperative Separation Process Examination

Authoritative Source

- GAO Report 05-64, dated November 2004, "VA and DOD Healthcare: Efforts to Coordinate a Single Physical Exam Process for service members Leaving the Military"
- MOA between VA and DoD, dated Nov ember 17, 2004, "Implementation of Cooperative Separation Process/Examinations for …"
- Policy Memorandum from the ASD-HA, dated September 28, 1998, "DoD/VA Separation Physical Examinations"
- JEC FY 2004 Annual Report
- EA V4.0 May 2005

Stakeholders

- DoD/VA Liaison Office
- VBA
- VHA
- DoD Medical Departments
- USPHS

Requirement Description

This critical element of the seamless transition initiative is clearly delineated in Goal 3 of the JEC FY 2004 Annual Report as "expediting the adjudication process" of receiving disability compensation. In 1998, the ASD-HA noted to the three services that in order to "maximize the effectiveness and efficiency of the separation physical examination, the DoD Medical Treatment Facility (MTF) Commanders shall collaborate with the appropriate VA Medical Center (VAMC) Director to develop and execute a cost-neutral Memorandum of Understanding (MOU) between their respective facilities."

There are significant limitations and challenges faced by the Departments in doing this cooperative effort. Most service members who separate do not require and do not obtain separation physical examinations. In fact, in 2003 only 23,157 or 13% of the separating soldiers,

sailors, airmen, and Marines received separation physical examinations. Only the Army requires its retiring service members to have a separation physical. Consequently, DoD's incentive is limited. Nevertheless, the objectives are stated that neither tests nor procedures should be unnecessarily duplicated. Personnel resources should be saved, where possible, by both departments. Paperwork should be minimized and, most importantly, the veteran should not be penalized because he elected to pursue disability claims for service-connected maladies by having to go through an examination twice when one exam could suffice.

Most of the onus is on the VA to make this resourcing effort successful. The purpose of the DoD physical exam is to evaluate the service member's fitness for duty. If problems are noted, attempts are made to resolve the issues to where the service member is fully deployable. Then, the service member is not entitled to compensation from DoD because of physical disabilities. If they are, a different process ensues (medical and physical evaluation boards or MEB/PEB). In comparison, the VA's mission in doing the physical examination, more specifically the Compensation and Pension or C&P exam, is to "document disability or loss of function regardless of its impact on fitness for duty. (Those who conduct the C&P exam) must evaluate the extent of a veteran's physical limitations and determine their impact on the veteran's future employment for compensation purposes." (GAO Report) This exam is critical to the adjudication process and will occur along with (though not simultaneously with) the separation exam while the opposite is not necessarily true.

Initiative Development

VA and DoD are well on their way to solving this issue. On November 17, 2004 senior leadership in both Departments signed a Memorandum of Agreement that states they will "define requirements which are consistent across" both areas of concern. VBA is preparing a letter defining implementation of the MOA. It carefully delineates those service members affected by this MOA to include those being discharged (Active Component, Guard and Reserve), and being separated within 180 days from their service (not just from active duty) but not going through the MEB/PEB (Evaluation Boards) process. A service member applying for disability benefits will always have to undergo the C&P exam and concomitantly the separation exam to ensure they are not eligible for DoD compensation, while service members who undergo a separation exam may not need or desire a C&P exam since they are not applying for benefits. A major issue to resolve is division of labor for responsibilities of the common Cooperative Separation Physical Exam (CSPE). As the C&P exam goes beyond the standard of the separation exam, it makes sense for the VA to take the lead in resourcing the personnel requirements. However, a number of factors and different local circumstances can determine an infinite variety of sharing of responsibilities in this area. In the draft VBA letter, joint MOUs are encouraged for sites and can be adjusted depending on the variability of circumstances.

The bigger challenge in this arena is the one that the Departments have signed up to in terms of automating this process. For in the MOA they note the requirement to "work toward a single

electronic physical examination." and to work jointly to explore the "technical feasibility, schedule, and costs" of implementing such an exam. DoD and VA are working a number of joint initiatives in sharing of health information. Progress is certainly being made and doing this Cooperative Exam is just another element of the many solutions DoD and VA need to incorporate in their quest for integrating electronically required clinical information.

Enterprise Impact

No new information technology efforts are currently required to support this initiative in addition to those already underway such as the Bidirectional Health Information Exchange (BHIE) and the Composite Health Data Repository (CHDR). The VA/DoD Cooperative Separation Process Examination activity will probably affect the creation of a common electronic health record, between DoD and VA at some time in the future.

1.6.2. VA/DoD Health Collaboration

Authoritative Source

- DoD and VA Shared Health Architecture October 7, 2004 (Version 4.6)
- EA V4.0 May 2005

Stakeholder

- DoD/VA Health Executive Council

Requirement Description

The FY 2003 National Defense Authorization Act mandated the selection and incremental funding of joint and proximally located VA and DoD sites to demonstrate the feasibility and effectiveness of measures designed to improve the sharing of health care and health care resources. The Departments were directed to select sites in each of three areas:

1. budget and financial management system,
2. staffing and coordinated assignment system, and
3. medical information and information-technology management systems.

Recommended Solution

In 2003, the VA/DoD Health Executive Council selected three information management and technology sites to pilot health-information technology projects for evaluation as potential national health information-technology solutions. El Paso VA Health Care System and William Beaumont Army Medical System are conducting a demonstration project. It will test the ability to support bi-directional exchange of data using jointly developed Laboratory Data Sharing and Interoperability (LDSI) software. South Texas Veterans Health Care System, Wilford Hall Medical Center, and Brooke Army Medical Center are testing the same LDSI software and

integrated credentialing functionality through a pilot interface of the DoD Centralized Credentialing Quality Assurance System and the VA VetPro Credentialing System. Madigan Army Medical Center and the VA Puget Sound Healthcare System are testing the implementation of BHIE and exploring the enhancement of the BHIE HL7 data exchange with the HL7 Clinical Document Architecture to support the transfer of additional data sets not currently available (e.g., discharge summaries in the DoD Clinical Information System [CIS]). Additionally, there are numerous collaborative efforts on going within most of the VISNs with other efforts being added, where services and space are being shared to save resources and expedite care of service members. This sharing of services is fortified through the establishment of local Memoranda of Understanding.

Enterprise Impact

These information technology efforts are critical components to decreasing barriers and increasing seamlessness between DoD and VA health records. These directed initiatives point to increased sharing of resources of caring for patients more efficiently in both Departments' facilities. No new information technology efforts are currently required to support this initiative. This activity may affect third party reimbursement and the creation of a common electronic health record, between DoD and VA, at some time in the future.

1.6.3. VA/DoD Seamless Transition of Service Members

Authoritative Source

JEC Annual report for 2004

EA V4.0 May 2005

Stakeholders
- VA Chief of Staff
- Seamless Transition Program Office

Requirement Description

JEC Goal 3 Promotes the coordination of benefits to improve the understanding of, and access to, benefits and services earned by service members and veterans through each stage of life, with a special focus on ensuring a smooth transition from active duty to veteran status.

The primary focus of JEC Goal 3 is to provide a seamless transition from active duty to civilian (veteran) status by providing active duty service members, reserve personnel, and National Guard troop's information about the benefits available to them as early as possible in their military career. The goal will also streamline the benefit application process, eliminate duplicative requirements and redundant practices, and improve the transfer of beneficiary data

between VA and DoD in order to expedite benefit delivery.

JEC Goal 3 comprises three objectives:

1. Enhancing collaborative efforts to educate active duty, reserve and national guard personnel on VA and DoD Benefits programs, eligibility criteria and application processes;
2. Provide for a seamless transition from active duty to veteran status through a streamlined benefits delivery process; and
3. Provide for the seamless transfer of beneficiary data between VA and DoD to expedite the benefit eligibility and delivery processes.

The immediate emphasis of the Seamless Transition Initiative is to reduce the time interval between the release of a service member from active service and the point in time at which that service member can begin to receive benefits from VA. Accomplishing this will assure that severely injured or incapacitated veterans will not have a prolonged period between the termination of DoD benefits and the start of VA benefits.

This objective can be achieved by beginning the registration, information collection, information verification, and eligibility determination pre-processing, within VA, prior to the service member's separation from his/her uniformed service and thereby reduce the time needed for eligibility determination, after separation has occurred.

Additionally, service members are eligible for various VA benefits early in their uniformed service careers. The seamless Transition Initiative also seeks to ensure that all service members are fully informed of their VA benefits and that all VA earned services are provided at the earliest time that the service member is eligible.

This objective can be achieved by moving the emphasis on VA registration into the uniformed service community:

- first by pre-registering injured service members in DoD Medical Treatment Facilities;
- then by pre-registering returning service members at reserve and national guard post-deployment centers, prior to their release from active duty; and
- later by pre-registering all service-members at special information sessions during basic training.

Recommended Solution

TBD

Enterprise Impact

TBD

1.7. EA Portfolio Recommendations Summary

OEAM respectfully submits these proposed projects to the EAC, the VA Business Stakeholder Community and to the IRWG for consideration.

Since these initiatives are only recommended by the OEAM, each initiative will require a sponsor, development of a full business case and eventually, submission of a budget request in either the BY-2008 or in a subsequent budget cycles, in order to be chartered as an IT project and to realize the benefits that can be achieved in the target end-state.

The following *Target Sequencing Plan* section identifies project interdependencies and examines planned deployment timeframes in order to develop a sequencing plan for deploying these projects into production.